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ABSTRACT

This module is part of a set of management and supervisor training (MAST) materials developed by the Department of Energy for the Waste Isolation Division. Its stated purpose is to provide participants with knowledge and skills necessary to take full advantage of the MAST learning experience. The module contains program guidelines, sample documentation, base documents, and module descriptions. The first 12 sections cover these topics related to the MAST program: its purpose, its scope, document hierarchy, responsibility, program content, initial certification requirements, certification maintenance requirements, examinations, administrative review boards, and module format. Four references, a practice test, and answers and feedback for the practice test are provided. Appendixes include MAST certification card, MAST approval sheet, MAST module base documents, and MAST module descriptions. (YLB)

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ED 395 146

Waste Isolation Division
Management and Supervisor Training (MAST) Program

INTRODUCTION TO THE MAST PROGRAM
MAS-100

This module was revised by:

_____
Administrator Date

APPROVAL

This module was approved by:

_____
Manager, Human Resources Date

_____
General Manager Date

PARTICIPANT INFORMATION

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Participant Name:

_____

Participant SS#:

_____

Date module started: _____

Latest completion date: _____

CE 071 567

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A. INTRODUCTION

Terminal Objective

Upon completion of this module, participants will be able to complete the MAST program effectively and efficiently.

Mastery of the terminal objective will be demonstrated by scoring 80 percent or higher on the module examination.

Welcome to Waste Isolation Division's Management and Supervisor Training (MAST) program. You are about to embark on one of the most comprehensive, formal, and unique management training programs in the nuclear industry.

As implied in the module terminal objective, the goal of this module is to provide you with knowledge and skills necessary to take full advantage of the MAST learning experience. In this module, you will find program guidelines, sample documentation, base documents, and module descriptions. Please note that the format of this introductory module is the same format used for the other MAST modules -- in this way, you will become acquainted with the standard module layout.

It is our experience that no document can address all program situations which arise. If you have questions about the MAST program, please call the MAST administrator.

B. PURPOSE

Enabling Objective

Upon completion of this section, the participant will be able to perform the following:

1. Identify the purpose of the MAST program

2. Given a scenario, evaluate the manager's effectiveness concerning the purpose of the MAST program

The Waste Isolation Division (WID) of the Westinghouse Electric Corporation is the management and operating contractor for the U.S. Department of Energy's Waste Isolation Pilot Plant (WIPP). As such, WID is committed to serving with leadership and excellence in developing solutions for the safe disposal of our country's transuranic waste.

To accomplish this mission, WID managers and supervisors must possess the skills and knowledge necessary to

- provide leadership
- make WIPP operations safe and efficient
- ensure WIPP compliance with regulations
- manage employees in a fair and ethical manner
- follow good business management practices

The WID General Manager has selected the MAST program as the vehicle to provide and enhance skills and knowledge. The MAST program is a first-of-a-kind effort by a Department of Energy (DOE) management and operating contractor to establish a comprehensive training program for all managers and supervisors. During the life of the WIPP, the MAST program will require a tremendous commitment of human resources. We firmly believe that this commitment will prepare our managers and supervisors to accomplish the WID mission and meet the challenges that lie ahead.

C. SCOPE

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify the scope of the MAST program

2. Given a scenario, evaluate the manager's effectiveness concerning the scope of the MAST program

Only designated WIPP employees may participate in MAST. They fall into the following categories:

WID managers and supervisors

WID managers and supervisors are the primary participants in MAST. WID policy requires managers and supervisors to earn and maintain MAST certification.

For example, WID policy requires the Human Resources manager to earn and maintain certification regardless of previous training and experience. This policy may at first seem to be overly restrictive. However, MAST modules address the way we do business at the WIPP. Previous training and education, though helpful, do not eliminate the need to demonstrate knowledge of WID-specific information.

WID employees who are not in management or supervisory positions

Non-management WID employees are allowed to participate in the initial MAST program with their manager's approval. In some cases, the employee's manager must obtain the approval of the Human Resources manager as well.

There are three reasons why employees who are not managers or supervisors might be enrolled in MAST.

1. You and the Human Resources manager consider an employee a candidate for a supervisory or management position.

2. Employees want to complete MAST modules for college credits.

3. An employee is required to complete select MAST modules to satisfy specific training needs.

Managers and supervisors determine why an employee should participate in MAST; then they use one of the two enrollment forms we'll discuss next.

Other WIPP personnel
At its direction and discretion, the DOE Carlsbad Area Office (CAO) may designate specific persons, such as CAO employees or employees of other organizations, to participate in MAST. The designation must be in the form of a memorandum to WID Human Resources.

Enrollment Forms

Managers and supervisors must have a certification card, as discussed in Section G.

Employees who are not managers or supervisors must have one of the following forms to participate in the MAST program.

A certification card (MAS-01 -- See Appendix A)

A manager can enroll an employee by signing a certification card and obtaining concurrence from the Human Resources manager. Note that participation in MAST is not a guarantee of promotion.
Some non-management employees approved by the manager of Human Resources and their managers are allowed to participate in the MAST initial certification program. To enroll an employee in MAST, please follow these steps:

1. Ensure that your senior manager agrees the employee should participate in MAST.

2. Contact the MAST administrator to obtain a blank certification card.

3. Fill out the "Participant" portion of the MAST certification card and sign the certification card on the bottom of the first page as the "Participant's Immediate Manager."

4. Talk with the Human Resources manager. If the Human Resources manager approves the employee's participation in MAST, the Human Resources manager will sign the certification card.

5. Talk with the employee AFTER all of the above steps have been completed. Emphasize that participation in MAST is not a guarantee of promotion.

6. Have the employee take the signed certification card to the MAST administrator to complete the enrollment process.

Approval sheet (MAS-02 -- See Appendix B)

If the employee is enrolled at a university that accepts the

completion of MAST modules as college credits, the manager can approve the employee's participation in MAST by signing an approval sheet. Managers should only approve MAST participation for employees who have officially enrolled in college.

The approval sheet is also used when MAST participation is needed to satisfy a specific job requirement. For example, a records coordinator may be required to complete MAS-119, "Document Control and Storage."

Certification cards and approval sheets are available from the MAST administrator, who is part of Human Resources. Both forms require management signatures. If your employees express an interest in MAST, ask your employees about the reasons they feel they should participate. If you agree, choose the appropriate form -- a certification card or approval sheet. You can look at samples of these two forms in Appendix A, "Certification Card," and Appendix B, "Approval Sheet."

Managers and supervisors should encourage their non-management employees to complete the Successful Professional (SUPRO) Development Program before participating in MAST. The SUPRO program is designed to provide project-specific information to all WID employees. Refer employees to the MAST administrator for more details on SUPRO.

Without counselling, enrolling your employees in MAST could send mixed signals to them. The employees could see their participation and completion of MAST as justification for promotion or pay raise. Before approving an enrollment, be sure your employees have no false expectations in regard to promotion or salary.

D. DOCUMENT HIERARCHY

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify the document hierarchy of the MAST program

2. Given a scenario, evaluate the manager's effectiveness concerning the MAST program's document hierarchy

The root documents for the MAST program are

- DOE Order 5480.19, CONDUCT OF OPERATIONS REQUIREMENTS FOR DOE FACILITIES, Chapter 1, C., 5.

- DOE Order 5480.20, PERSONNEL SELECTION, QUALIFICATION AND TRAINING REQUIREMENTS, Section 9

- INPO Good Practice 88-006, THE DEVELOPMENT OF PROSPECTIVE NUCLEAR PLANT MANAGERS AND MIDDLE MANAGERS, Appendix A

- DOE Guideline, DOE/NE - DRAFT, GUIDE TO GOOD PRACTICES FOR TRAINING TECHNICAL STAFF AND MANAGERS, Section 5

DOE Order 5480.19 contains a general statement requiring formal management and supervisor training. DOE Order 5480.20 establishes basic program content for a management and supervisor training program. We used DOE Order 5480.20 to establish the base MAST program requirements. INPO Good Practice 88-006 was used to identify additional subjects to be covered in MAST. As a result, the MAST program meets the guidelines presented in the draft *Guide to Good Practices for Training Technical Staff and Managers*.

The correlation of the content requirements of these documents to the contents of the MAST program is shown in Appendix C. The root documents are available for inspection in Human Resources.
The controlling document for the MAST program is this module, MAS-100, *Introduction to the MAST Program*. In the event of changes to MAST policies, documents, or scope, this module will be revised. When changes are significant, you will be notified of the availability of a new module. If you have already completed this module, you needn't complete the module again.

E. RESPONSIBILITY

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify MAST program responsibilities of the following personnel:

   General Manager
   Manager, Human Resources
   Manager, Human Resources Operations
   MAST administrator
   Line organization managers
   Participants

2. Given a scenario, evaluate the manager's effectiveness concerning MAST program responsibilities

This section lists the major responsibilities of WID personnel involved in the MAST program. Processes mentioned in this section will be covered in detail later in this module.

General Manager

Co-approves the structure and content of the MAST program via the certification card and MAS-100 module

Grants extensions of time limits for initial certification and certification maintenance

Co-determines actions to take when a participant fails to successfully complete the activities of an administrative review board action plan

Manager, Human Resources

Co-approves the structure and content of the MAST program via the certification card and MAS-100 module

Co-approves employees for participation in MAST

Co-determines actions to take when a participant fails to successfully complete the activities of an administrative review board action plan

Manager, Human Resources Operations

Co-approves the structure and content of the MAST program via

the certification card, MAS-100 module, other modules, and lesson plans

Manages the activities of the MAST administrator

Oversees the MAST budget; approves all MAST purchases

Co-verifies MAST certification completion

Convenes administrative review boards

MAST administrator

Maintains the certification cards and MAS-100 module

Develops, maintains, and distributes MAST modules

Verifies and tracks MAST module completion

Participates in administrative review boards

Line organization managers

Ensure that managers and supervisors who report to them achieve and maintain certification

Perform technical review and approval of MAST modules involving their areas of expertise

Notify the MAST administrator when changes affect the content of MAST modules involving their areas of expertise

Approve employees for participation in MAST

Participate in administrative review boards

Management and supervisor participants

Earn initial MAST certification by completing the required MAST modules in a timely manner

Maintain MAST certification by completing the required maintenance training

Take certification cards to MAST examinations

The MAST administrator's signature for each module is your proof that you completed the module and passed its examination.

Participants who are not managers or supervisors

Get manager's or supervisor's signature on a certification card or approval sheet

Complete modules in a timely manner

Take certification card or approval sheet to MAST examinations

The MAST administrator's signature for each module is your proof that you completed the module and passed its examination.

F. MAST PROGRAM CONTENT

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify the MAST program content

2. Given a scenario, evaluate the manager's effectiveness concerning the MAST <R>program content

MAST is a formal, performance-based learning program. Program content is divided into two distinct phases: initial certification and certification maintenance.

Initial Certification

The initial certification program consists of 31 self-paced, written modules. Detailed descriptions of these modules are listed in Appendix D.

Certification Maintenance

Upon completion of initial certification, all WID managers and supervisors must maintain certification. This requirement applies for as long as you are employed as a supervisor or manager at WID. The certification maintenance program consists of classroom and self-study courses. Most of these courses will be of an advanced nature, building on what was learned in initial certification. See Section H for more detailed information on the MAST certification maintenance requirements.

G. INITIAL CERTIFICATION REQUIREMENTS

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify the MAST program's initial certification requirements

2. Given a scenario, evaluate the manager's effectiveness concerning initial <R>certification requirements

Scope

All WID managers and supervisors must earn MAST initial certification. When an employee is appointed manager or supervisor, the MAST administrator sends a letter introducing the MAST program. The letter tells the new manager or supervisor to obtain a certification card from the MAST administrator to begin the enrollment process.

Time Limits

WID managers and supervisors must achieve initial certification within two years of their appointment dates to their management or supervisory position. Those who fail to do so will be referred to an administrative review board (refer to Section J of this module). Under unique circumstances and on a case-by-case basis, the General Manager can extend time limits for initial certification. The General Manager will exercise discretion in granting extensions. All participants must complete each module examination within one month of the date that they check out the associated module. Failure to complete an examination within one month will result in a recorded failure for the module.

The purpose of the one-month requirement is to ensure that participants complete modules in a timely manner. Procedures, rules, and regulations at the WIPP change frequently, and modules may be revised to reflect these changes. Participants who complete modules months after checking them out may have learned out-dated information. Extensions of the one-month requirement are not granted.

It is important to note that the one-month clock for module completion does not begin ticking until you obtain the module. You are under no obligation to check out modules until your schedule will accommodate timely completion. (Of course, managers and supervisors must keep the initial certification time limit in mind). Also note that, after you complete this module, you can complete the remaining modules in any order.

MAS-112, Administrative Requirements, is usually recommended as the first choice. It contains information that will help supervisors and managers avoid "land mines" their predecessors have stepped on.

Process

Here's how you complete initial certification:

1. See the MAST administrator to obtain a certification card, MAS-01. (There's a sample in Appendix A.) The administrator helps you complete the front page of the card.

2. The MAST administrator enters your name, social security number, department, and start date into the MAST recordkeeping database.

3. The MAST administrator gives you a copy of MAS-100 and records the date you check out the module.

4. Take the module examination within one month of obtaining the module.

5. If you pass the module examination (score 80 percent or higher), be sure to obtain the MAST administrator's signature for the module on your initial certification card.

6. The MAST administrator logs the module completion into the MAST database.

7. Repeat steps 3 through 6 until you complete all modules on the initial certification card.

8. When all modules are completed, obtain the signatures of the MAST administrator and the manager of Human Resources Operations on the initial certification card.

9. The MAST administrator performs the following:

   Logs the certification completion into the MAST database

   Submits the certification card to the Training Records Coordinator for filing

   Prepares your certification diploma

H. CERTIFICATION MAINTENANCE REQUIREMENTS

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify MAST program certification maintenance requirements

2. Given a scenario, evaluate the manager's effectiveness concerning certification maintenance requirements

Scope

All WID managers and supervisors who have completed initial MAST certification must maintain that certification by regularly taking advanced MAST courses or modules.

Time Limits

You maintain your certification by completing at least one advanced (200-level) MAST course during each calendar year following completion of initial certification.

Examples

- A manager finished initial MAST certification on November 18, 1993. The manager must complete one MAST 200-level course in calendar year 1994.

- A manager finished initial MAST certification on February 28, 1994. The manager must complete one MAST 200-level course in calendar year 1995.

- A participant (non-manager/non-supervisor) completes initial certification. The participant is ineligible to participate in MAST 200-level courses. Only certified managers and supervisors may participate in the MAST certification maintenance process.

- A non-management employee completes initial MAST certification on May 1, 1994. This employee is promoted to supervision on December 1, 1994. The new manager must complete one MAST 200-level course in calendar year 1995.

Contact the manager of Human Resources Operations for more information on the MAST 200-level courses.

I. EXAMINATIONS

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify MAST examination policies

2. Given a scenario, evaluate the manager's effectiveness concerning examinations

All MAST examinations are open-reference, that is, when you take an examination, you can refer to the MAST module or your notes. All MAST test questions are multiple choice, with each test question specifically linked to an enabling objective. Since each answer sheet becomes part of your formal training record, be sure to bring a black pen; all exams require black ink -- no pencil or colored ink, please.

Module examinations are administered at the WIPP site on Tuesdays and Wednesdays, 8:00 a.m. to 3:30 p.m. Examinations are also periodically administered at in-town WIPP facilities. Check with the MAST administrator for the in-town schedule.

To meet customer requirements and ensure the integrity of the MAST program, Human Resources Operations maintains continuous examination security. Do not remove examinations from designated testing areas. Examinations cannot be mailed to participants, taken home for completion, or taken to personal offices and work stations.

Credit for MAST modules and courses will be based only on successful examination completion -- a score of 80 percent or higher on the module examination).

If you fail an examination, you can retake the examination five or more working days after the failure. The intent of the delay is to ensure that you have time to restudy the course materials. In the event of a second examination failure, the manager of Human Resources Operations will convene an administrative review board (refer to Section J).

You can challenge any MAST examination. Challenging an examination means that you take the examination without reading the module. Please note, however, that a substantial portion of people who have challenged examinations have failed them.

J. ADMINISTRATIVE REVIEW BOARDS

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify MAST program administrative review board policies

2. Given a scenario, evaluate the manager's effectiveness concerning administrative review boards

The MAST administrator will convene an administrative review board when a participant fails an examination for a second time or exceeds a certification time limit. The administrative review board will consist of the manager of Human Resources Operations, the MAST administrator, and the participant's immediate manager. The participant will be present at the board.

The administrative review board will perform the following:

- Determine the root cause of the examination failures or exceeded certification time limit

- Develop an action plan to correct the problem

The purpose of the board is not to take disciplinary action or to place blame, but to take action to provide the participant with another opportunity to succeed. If the participant fails two examinations, the board's action plan will typically involve one-on-one instruction and reading assignments, followed by a third examination. If the participant misses a time limit, the action plan will typically involve establishing an accelerated schedule to complete required training. If the participant fails to successfully complete the activities of the action plan, the participant will be referred to the General Manager and Human Resources manager for disposition.

K. MODULE FORMAT

Enabling Objectives

Upon completion of this section, the participant will be able to perform the following:

1. Identify the format of MAST modules

2. Given a scenario, evaluate the manager's effectiveness concerning module format

As previously stated, the format used in this introductory module is the format used in all other MAST modules. The following is a brief description of each major element found in MAST modules.

Cover

The only elements on the cover page that change from module to module are the following:

Module title -- The title of this module is *Introduction to the MAST Program*. This title is used in your official training records.

Module designator -- The designator for this module is "MAS-100." This designator is used in your official training records.

Page 1

The module designator and revision number appear in the upper right hand corner of module pages. The MAST administrator will ensure that you receive the current revision.

The module title and designator appear in a box on the first page of all modules.

Each module contains approval signatures: the signature of the cognizant manager (for this module, the General Manager and the manager of Human Resources) and the signature of the Human Resources Operations manager. The cognizant manager reviews and approves the content of the module. The Human Resources Operations manager reviews and approves each module for proper instructional format. The cognizant manager will vary, depending on the content of the module. Do not begin a module that has not been signed by the cognizant manager and the Human Resources Operations manager.

Some modules have more than one cognizant manager.

Complete the "Participant Information" when you check out modules;

copy this page and leave the copy with the MAST administrator.

PARTICIPANT INFORMATION

Participant Name:

Participant SS#:

Date Module Started:

Latest Completion Date:

Please note that if you fail to complete the module examination on or before the listed date, the MAST administrator will register a failure for that module in the MAST database.

Table of Contents

The contents of modules are listed on page 3.

Sections

The information in each module is presented in individual sections.

The first section is the module introduction. A terminal objective is listed at the beginning of the introduction section. This objective tells what you should be able to accomplish at the end of the module -- in other words, "the big picture." In addition to the terminal objective, the introduction contains opening remarks intended to focus your attention on the subjects discussed in the module.

Most other module sections begin with a list of enabling objectives. Enabling objectives are building blocks that support the terminal objective. Information presented in a module is linked to the enabling objectives. If you can perform all of the enabling objectives of a module, you can perform the terminal objective.

The body of the text follows the enabling objectives. This is where the information on module subjects is presented. We have written the information as directly and concisely as possible. Many sections contain "critical incidents" similar to this:

CRITICAL INCIDENT
INEFFECTIVE BEHAVIOR

Occurrence: An event to honor a group of employees had been held annually for the past five years. A manager assumed that it ws okay to schedule the event again without first checking with his boss. The manager's boss heard about the event after

it had been scheduled and announced to employees.

Impact: The manager's boss, who was privy to information that made holding the event inappropriate, was displeased when he heard about the event. Because it was too late to cancel the event without damaging employee morale, the event was held.

Lesson Learned: It's important to know when to consult with your boss before making commitments.

Critical incidents are real-life occurrences at the WIPP that relate to the section topic; some incidents illustrate effective management practices and some illustrate ineffective management practices. Each critical incident includes "lessons learned" information. Be sure to read the critical incidents. They're instructive and some examination questions are based on the critical incidents. If you know of a critical incident appropriate to a module section, please tell the MAST administrator.
A module conclusion or a list of "Smart Moves" is included near the end of each module, followed by the module references. Human Resources Operations maintains most module references. If you wish to review these references, contact the MAST administrator. References for technical modules will be maintained either in the WIPP Technical Library or at another designated WIPP location.

A practice test follows the module references section. The test provides you with feedback on your readiness to take the module examination. As previously stated, all questions, whether for the practice test or the module examination, are linked to the module enabling objectives.

Following each practice test are the answers and feedback for the practice test. If you score 80 percent or higher on the practice test, you are ready to take the module examination. If you score less than 80 percent on the practice test, we recommend that you re-read the module. Contact the MAST administrator if you have questions about the material.

Some modules contain appendices which include illustrations, examples of forms, etc. The table of contents lists the section that contains appendices, if any.

L. MODULE CONCLUSION

We hope that you have found this introductory module to be informative and useful. If you have any questions concerning this or any other module, please contact the MAST administrator or the manager of Human Resources Operations.

M. MODULE REFERENCES

DOE Order 5480.19, CONDUCT OF OPERATIONS REQUIREMENTS FOR DOE FACILITIES, Chapter 1, C., 5

DOE Order 5480.20, PERSONNEL SELECTION, QUALIFICATION AND TRAINING REQUIREMENTS, Section 9

INPO 88-006, THE DEVELOPMENT OF PROSPECTIVE NUCLEAR PLANT MANAGERS AND MIDDLE MANAGERS, Appendix A

DOE Guideline, DOE/NE - DRAFT, GUIDE TO GOOD PRACTICES FOR TRAINING TECHNICAL STAFF AND MANAGERS, Section 5

N. PRACTICE TEST

1. An employee was appointed to a WID management position on August 1, 1994. By what date must the manager achieve initial MAST certification?

   a. July 31, 1995
   b. August 1, 1995
   c. August 1, 1996
   d. December 31, 1996

   (G.2)

2. You obtain a module from the MAST administrator on November 20, 1994. By what date must you complete the associated module examination to avoid failing the module?

   a.November 25, 1994
   b.December 20, 1994
   c.January 20, 1995
   d.December 20, 1995

   (G.1)

3. A manager wishes to have a non-management WID employee become certified in the MAST program. Who, if anyone, must co-approve the selection of the employee?

   a. The General Manager
   b. The manager of Human Resources
   c. No one -- only the manager's approval is required

   (G.2)

4. A MAST participant fails a module examination for the second time. What action, if any, will be taken?

   a. The participant is formally reprimanded
   b. An administrative review board is convened
   c. No action is necessary -- the participant simply takes the examination a third time

   (I.1)

5. Test questions and information presented in a module are linked to

   a. enabling objectives.
   b. the terminal objective.
   c. critical incidents.
   (I.1)

6. A MAST participant completes a module practice test with a score of 100 percent. What should be the participant's next step?

   a. Re-read the module
   b. Obtain a new module and begin reviewing it
   c. Take the module examination

   (K.1)

7. An auditor asks you if the MAST program covers any DOE requirements for management and supervisor training. What is the correct response?

   a. "Yes, the MAST program meets the requirements of DOE Orders 5480.19 and 5480.20 and the guidelines of *Guide to Good Practices for Training Technical Staff and Managers*"
   b. "No, the MAST program is based solely on INPO Good Practices"
   c. "No, because the DOE does not currently have any orders requiring management and supervisor training"

   (D.1)

8. A manager achieves initial MAST certification on April 10, 1994. By what date must the manager complete one MAS 200-level course to maintain certification?

   a. April 10, 1995
   b. December 31, 1995
   c. April 10, 1996
   d. December 31, 1996

   (H.1)

9. A DOE Carlsbad Area Office (CAO) employee asks you how she can participate in the MAST program. What is the correct response?

   a. She cannot participate in MAST. MAST participants must be WID employees.
   b. First, she must pick up a certification card from the MAST administrator and get the necessary signatures.
   c. First, she must get approval from the WID general manager.
   d. She, or a DOE-CAO representative, must send a written memorandum to WID Human Resources.

   (C.1)

10. A supervisor states that she is going to challenge a module examination. Her manager states that challenging an examination is not allowed. Who is correct? Why?

    a. The supervisor -- any MAST examination can be challenged
    b. The manager -- no examinations can be challenged
    c. Neither -- a few examinations can be challenged, but special permission is required

    (I.2)

O. ANSWERS AND FEEDBACK FOR PRACTICE TEST

1.c. August 1, 1996
2.b. December 20, 1994
3.b. The Manager, Human Resources
4.b. An administrative review board is convened
5.a. enabling objectives
6.c. Take the module examination
7.a. "Yes, the MAST program meets the requirements of DOE Orders 5480.19 and 5480.20 and the guidelines of *Guide to Good Practices for Training Technical Staff and Managers*
8.b. December 31, 1995
9.d. She, or a DOE-CAO representative, must send a written memorandum to WID Human Resources
10.a. The supervisor -- any MAST examination can be challenged

If you scored 80 percent or higher on the practice test, you are ready to take the module examination; please proceed to the MAST administrator for the examination.

If you scored less than 80 percent on the practice test, please re-read the module and take the practice test again. If you still have questions, contact the MAST administrator or the manager of Human Resources Operations.

P. APPENDICES

Note: The appendices are provided for information only; they are not sources for test questions.

APPENDIX A: MAST CERTIFICATION CARD (MAS-01)

SAMPLE

Waste Isolation Division
Management and Supervisor Training (MAST) Program
Initial Certification

Participant:_____Start date:_____

This initial certification card is approved for use:

_____
Manager, HR Operations Date

_____
Manager, Human Resources Date

_____
General Manager Date

Note: For instructions and information on card completion, refer to *MAS-100, Introduction to the MAST Program.*

Prerequisite: The participant meets #1, #2, or #3 listed below.

#1. The participant was appointed a WID manager on _____.

_____
Manager, Human Resources

#2. The participant was appointed a WID supervisor on _____.

_____
Manager, Human Resources

#3. The participant was approved for the MAST program on _____. NOTE: Participation in MAST is not a guarantee of promotion.

_____ _____
Participant's Immediate Manager Manager, Human Resources

SAMPLE

REQUIRED MAST MODULES		DATE COMPLETED	MAST ADM. SIGNATURE
MAS-100	Introduction to the MAST program	_____	_____
MAS-101	Basic Management/Supervision Concepts	_____	_____
MAS-102	Self-Assessment	_____	_____
MAS-103	Leadership	_____	_____
MAS-104	Responsibility and Authority	_____	_____
MAS-105	Problem Solving and Decision Making	_____	_____
MAS-106	Communications	_____	_____
MAS-107	Planning	_____	_____
MAS-108	Organizing	_____	_____
MAS-109	Controlling	_____	_____
MAS-110	Employee Relations	_____	_____
MAS-111	Personnel Development	_____	_____
MAS-112	Administrative Requirements	_____	_____
MAS-113	Regulatory Organizations and Their Requirements	_____	_____
MAS-114	Quality	_____	_____
MAS-115	Budgeting and Cost Control	_____	_____
MAS-116	Purchasing and Accounting	_____	_____
MAS-117	Material Control	_____	_____
MAS-118	Plant Modifications	_____	_____
MAS-119	Document Control and Storage	_____	_____

SAMPLE

REQUIRED MAST MODULES		DATE COMPLETED	MAST ADM. SIGNATURE
MAS-120	Maintenance and Work Control	_____	_____
MAS-121	Conduct of Operations	_____	_____
MAS-122	Plant and Industry Experience	_____	_____
MAS-123	Industrial Safety	_____	_____
MAS-124	Radiological Protection	_____	_____
MAS-125	Environmental Protection	_____	_____
MAS-126	Emergency Preparedness	_____	_____
MAS-127	Plant Security	_____	_____
MAS-128	Interfacing with External Organizations and the Public	_____	_____
MAS-129	Training and Qualification of Personnel	_____	_____
MAS-130	Waste Management	_____	_____

The Participants successfully completed all requirements for MAST certification on

_____

_____
Mast Administrator

_____
Manager, Human Resources Operation

APPENDIX B: MAST APPROVAL SHEET (MAS-02)

SAMPLE

Waste Isolation Division
Management and Supervisor Training (MAST) Program
Approval Sheet for Special Participation in MAST

Employee's name:_____

Company/Department:_____

This approval sheet must be signed and dated by the employee's immediate manager for one of the following two justifications:

(1) This employee is enrolled in a university that accepts the completion of MAST modules as college credits.

_____

Immediate Manager/Date

OR

(2) This employee must complete one or more MAST modules for a specific job requirement.

_____

Immediate Manager/Date

Completion

This employee has completed specific MAST modules, as verified by the signatures on the attached two pages.

_____

MAST Administrator/Date

SAMPLE

REQUIRED MAST MODULES		DATE COMPLETED	MAST ADM. SIGNATURE
MAS-100	Introduction to the MAST program	_____	_____
MAS-101	Basic Management/Supervision Concepts	_____	_____
MAS-102	Self-Assessment	_____	_____
MAS-103	Leadership	_____	_____
MAS-104	Responsibility and Authority	_____	_____
MAS-105	Problem Solving and Decision Making	_____	_____
MAS-106	Communications	_____	_____
MAS-107	Planning	_____	_____
MAS-108	Organizing	_____	_____
MAS-109	Controlling	_____	_____
MAS-110	Employee Relations	_____	_____
MAS-111	Personnel Development	_____	_____
MAS-112	Administrative Requirements	_____	_____
MAS-113	Regulatory Organizations and Their Requirements	_____	_____
MAS-114	Quality	_____	_____
MAS-115	Budgeting and Cost Control	_____	_____
MAS-116	Purchasing and Accounting	_____	_____
MAS-117	Material Control	_____	_____
MAS-118	Plant Modifications	_____	_____
MAS-119	Document Control and Storage	_____	_____

SAMPLE

REQUIRED MAST MODULES		DATE COMPLETED	MAST ADM. SIGNATURE
MAS-120	Maintenance and Work Control	_____	_____
MAS-121	Conduct of Operations	_____	_____
MAS-122	Plant and Industry Experience	_____	_____
MAS-123	Industrial Safety	_____	_____
MAS-124	Radiological Protection	_____	_____
MAS-125	Environmental Protection	_____	_____
MAS-126	Emergency Preparedness	_____	_____
MAS-127	Plant Security	_____	_____
MAS-128	Interfacing with External Organizations and the Public	_____	_____
MAS-129	Training and Qualification of Personnel	_____	_____
MAS-130	Waste Management	_____	_____

APPENDIX C: MAST MODULE BASE DOCUMENTS

MAST Module Base Documents

DOE Order 5480.19, CONDUCT OF OPERATIONS REQUIREMENTS FOR DOE FACILITIES, Chapter 1, C., 5. (General statement requiring formal management and supervisor training)

DOE Order 5480.20, PERSONNEL SELECTION, QUALIFICATION AND TRAINING REQUIREMENTS, Section 9

INPO 88-006, THE DEVELOPMENT OF PROSPECTIVE NUCLEAR PLANT MANAGERS AND MIDDLE MANAGERS, Appendix A

DOE Guideline, DOE/NE - DRAFT, GUIDE TO GOOD PRACTICES FOR TRAINING TECHNICAL STAFF AND MANAGERS, Section 5

Specific citations from the base documents referenced above are stated in the following table.

MAS-#	Title	INPO 88-006	DOE 5480.20	DOE Guide
100	Introduction to the MAST Program	-----	-----	-----
101	Basic Management/ Superv. Concepts	1	-----	5.1
102	Self-Assessment	1	-----	5.1
103	Leadership	1	9 (j) 1a 9 (j) 2a	-----
104	Responsibility and Authority	1	9 (j) 1c 9 (j) 2a	5.1
105	Problem Solving/ Decision Making	1	9 (j) 1e 9 (j) 2a	5.1
106	Communications	1	9 (j) 1b 9 (j) 2a	5.1
107	Planning	1	-----	5.1
108	Organizing	1	-----	5.1
109	controlling	1	-----	5.1
110	Employee Relations	1	9 (j) 1d 9 (j) 2a	5.1

111	Personnel Development	1	-----	5.1
112	Administrative Requirements	3	9 (j) 1q 9 (j) 2a	5.2.7
113	Regulatory Orgs/Requirements	4	-----	5.2.7
114	Quality	5	9 (j) 2b	5.1 5.2.1
115	Budgeting and Cost Control	1	9 (j) 2j	5.2.8
116	Purchasing and Accounting	6	9 (j) 2d	5.2.3 5.2.7
117	Material Control	7	9 (j) 2e	5.2.4
118	Plant Modifications	8	9 (j) 2f	5.2.5
119	Document Control and Storage	10	-----	5.1
120	Maintenance and Work Control Systems	11	-----	-----
121	Conduct of Operations	12	-----	5.1 5.2.6
122	Plant and Industry Experience	20	-----	-----
123	Industrial Safety	9	9 (j) 2q	5.2.2 5.2.6 5.2.7
124	Radiological Protection	17	9 (j) 2h	5.2.6
125	Environmental Protection	-----	9 (j) 2h	5.2.7

126	Emergency Preparedness	18	9 (j) 2c	5.1 5.2.2
127	Plant Security	19	9 (j) 2c	5.2.2
128	Interfacg. w/Ext. Orgs. and Public	21	9 (j) 2i	5.2.7 5.2.9
129	Training/Qual. of Personnel	22	-----	-----
130	Waste Management	-----	-----	-----

APPENDIX D: MAST MODULE DESCRIPTIONS

Mast Module Descriptions

MAS-100 Introduction to the MAST Program

The purpose of this module is to enable participants to complete the MAST program effectively and efficiently. Topics covered in this module are as follows:

- Purpose and scope
- Document hierarchy
- Responsibility
- MAST program content
- Initial certification requirements
- Certification maintenance requirements
- Examinations
- Administrative review boards
- Module format

MAS-101 Basic Management/Supervision Concepts

The purpose of this module is to enable participants to adjust their behavior to effectively supervise/manage a variety of situations and employee types. Topics covered in this module are as follows:

- Recognizing different management styles
- Supervising/managing different employee types
- Managing your boss

MAS-102 Self-Assessment

The purpose of this module is to enable participants to perform an accurate assessment of personal abilities, ethics, and standards, and use the assessment to develop goals for personal improvement. Topics covered in this module are as follows:

- Personal strengths and weaknesses
- Personal impact on employees
- Ethics
- Stress

MAS-103 Leadership

The purpose of this module is to enable participants to develop and apply leadership in the workplace. Topics covered in this module are as follows:

- Identifying basic leadership functions
- Recognizing basic leadership qualities
- Developing leadership skills
- Additional leadership responsibilities that WID managers and
- supervisors must meet

MAS-104 Responsibility and Authority

The purpose of this module is to enable participants to define their responsibilities and authority as managers or supervisors. Topics covered in this module are as follows:

- The roles of supervisors and managers
- Responsibility, authority and accountability
- Delegation
- Defining job functions
- Ownership

MAS-105 Problem Solving and Decision Making

The purpose of this module is to enable participants to solve problems and make decisions in an efficient and effective manner. Topics covered in this module are as follows:

- Problem solving
- Creative thinking and innovation
- Decision making
- Idea generation techniques
- Fostering an innovative work environment

MAS-106 Communications

The purpose of this module is to enable participants to communicate effectively in the workplace. Topics covered in this module are as follows:

- Methods of communicating
- Written communications
- Oral communications
- Listening
- Conducting effective meetings
- Feedback
- Non-verbal communication
- Conduct of communications

MAS-107 Planning

The purpose of this module is to enable participants to develop effective plans. Topics covered in this module are as follows:

- Developing a plan
- Setting goals and objectives
- Identifying work activities
- Budgeting time and resources

- Monitoring implementation

MAS-108 Organizing

The purpose of this module is to enable participants to organize work activities in the most efficient and effective manner. Topics covered in this module are as follows:

- Using different types of organizations
- Managing change
- Building teamwork into an organization
- Group dynamics
- Managing conflict

MAS-109 Controlling

The purpose of this module is to enable participants to identify and use managerial control. Topics covered in this module are as follows:

- Effective and ineffective control
- Establishing a control system
- Measuring productivity
- Evaluating people
- Rewarding people
- Control through progressive monitoring

MAS-110 Employee Relations

The purpose of this module is to enable participants to apply fair and effective techniques when dealing with employees. Topics covered in this module are as follows:

- Promoting professionalism and influencing employee behavior
- Motivating and counseling employees
- Addressing employee concerns
- Conducting performance appraisals
- Interviewing
- Directing employees
- Managing exempt and non-exempt personnel

MAS-111 Personnel Development

The purpose of this module is to enable participants to effectively guide the career development of employees. Topics covered in this module are as follows:

- Guiding employee development
- Coaching for optimal performance
- Mentoring
- Career counseling
- Progression groups
- Making promotion decisions
- The job posting system

MAS-112 Administrative Requirements

The purpose of this module is to enable participants to administrate effectively. Topics covered in the module are as follows:

- Project management systems, corporate interrelationships and
- lines of communication

- Corporate and division policies, procedures, and instructions
- Hiring, promotion, and discipline policies
- Sexual harassment policies
- Fitness for duty
- Equal employment opportunity and affirmative action programs
- Employee compensation program
- Westinghouse represented philosophy
- Obtaining support in legal matters

MAS-113 Regulatory Organizations and Their Requirements

The purpose of this module is to enable participants to identify regulatory organizations and oversight groups, and monitor and provide guidance in the implementation of the requirements of applicable codes, orders, and standards. Topics covered in this module are as follows:

- Department of Energy
- Occupational Safety and Health Administration
- Environmental Protection Agency
- Department of Transportation
- Nuclear Regulatory Commission
- New Mexico Environment Department
- Mine Safety and Health Administration
- Advisory Committee on Nuclear Facility Safety
- Environmental Evaluation Group
- Defense Nuclear Facilities Safety Board

MAS-114 Quality

The purpose of this module is to enable participants to use quality programs to enhance plant safety and reliability and to assist in complying with regulatory requirements, standards, policies and procedures. Topics covered in this module are as follows:

- Quality definitions and requirements
- Assessment mechanisms
- Self-assessment
- Graded approach
- Total Quality and quality culture change
- Management responsibilities
- Promoting quality in your organization

MAS-115 Budgeting and Cost Control

The purpose of this module is to enable participants to perform budgeting and cost control in an efficient and effective manner. Topics covered in this module are as follows:

- Work breakdown structure
- Out-year budgeting process/ five year plan
- Cost estimating
- Funding sources (color of money)
- Work authorization directives

MAS-116 Purchasing and Accounting

The purpose of this module is to enable participants to perform purchasing and accounting tasks in an efficient and effective manner. Topics covered in this module are as follows:

- The pre-solicitation phase
- The solicitation and award phase

- The post-award phase
- Lessons learned from procurement experience
- Accounting
- Ethical issues

MAS-117 Material Control

The purpose of this module is to enable participants to effectively manage and control materials. Topics covered in this module are as follows:

- Property controls
- Responsibilities for property
- Receipt of materials
- Hazardous materials storage
- Disposal of equipment
- Accountability
- Equipment held for future projects
- Property passes
- Borrowing equipment
- Inventory of government property
- Spare parts

MAS-118 Plant Modifications

The purpose of this module is to enable participants to monitor the planning and implementation of a facility modification. Topics covered in this module are as follows:

- Maintenance versus modification
- Configuration management

- Initiating and monitoring a plant modification
- Quality controls
- Construction projects
- Temporary modifications

MAS-119 Document Control and Storage

The purpose of this module is to enable participants to effectively administer the WID records management program within their scope, ensuring that records are properly generated, controlled, stored, and dispositioned. Topics covered in this module are as follows:

- Document types
- Records generation
- Records storage
- Records disposition
- Records coordinators
- Project Records Services
- Controlled documents
- Configuration control documents

MAS-120 Maintenance and Work Control Systems

The purpose of this module is to enable participants to use the plant maintenance program in an effective and efficient manner. Topics covered in this module are as follows:

- Ownership
- Using the work control system
- Maintenance policies
- Planning

- Site maintenance capabilities
- Preventive maintenance
- Tool and instrument control
- Maintenance for which no PWR is needed

MAS-121 Conduct of Operations

The purpose of this module is to enable participants to apply Conduct of Operations principles to his or her area of responsibility. Topics covered in this module are as follows:

- Teamwork
- Operations organization and administration
- Shift routines and operating practices
- Work area activities
- Communications
- Control of on-the-job training
- Investigation of abnormal events
- Notifications
- Control of equipment and system status
- Lockout and tagouts
- Independent verification
- Log keeping
- Operations turnover
- Operations aspects of facility chemistry
- Required reading
- Timely orders to operators

- Operations procedures
- Operator aid postings
- Equipment and piping labeling

MAS-122 Plant and Industry Experience

The purpose of this module is to enable participants to use plant and industry experience to improve plant safety and reliability. Topics covered in this module are as follows:

- The occurrence report processing system
- Other sources of information on plant experience
- Other sources of information on industry experience
- Screening plant and industry experience
- Using plant and industry experience

MAS-123 Industrial Safety

The purpose of this module is to enable participants to promote and monitor the industrial safety program at the WIPP. Topics covered in this module are as follows:

- Regulatory requirements
- Safety and accountability
- Manager and supervisor responsibilities
- Landlord responsibilities
- Fire protection
- Subcontracts and safety

- What you can do to prevent accidents
- Incident reporting requirements
- How to analyze tasks for hazards
- Electrical safety
- Hazardous materials
- Housekeeping
- Work in high places or confined spaces
- Safety meetings
- Monitoring the safety program
- Safety goals

MAS-124 Radiological Protection

The purpose of this module is to enable participants to (1) monitor the plant radiological protection program, and (2) ensure the program's effectiveness in minimizing worker exposure to radiation. Topics covered in this module are as follows:

- As low as reasonably achievable
- Responsibilities for radiological safety
- Contamination control
- General radiological rules
- Radiation work permits
- Dosimetry
- Potential legal issues
- Shipping and receiving radioactive material

MAS-125 Environmental Protection

The purpose of this module is to enable participants to ensure the

effectiveness of plant environmental protection programs. Topics covered in this module are as follows:

- Environmental laws and the WIPP
- The WIPP RCRA Permit Application and No-Migration
- Determination
- Site-generated hazardous waste
- Hazardous materials transportation
- Waste minimization
- Liability

MAS-126 Emergency Preparedness

The purpose of this module is to enable participants to effectively support the WID plans for emergency preparedness. Topics covered in this module are as follows:

- Emergency plans
- Management response during emergencies
- Emergency response facilities
- Support from external organizations
- Emergency communications systems
- Emergency response personnel
- Planning your response
- Plant response during emergencies
- Communications with the public and the media
- In-town WIPP facilities

MAS-127 Plant Security

The purpose of this module is to enable participants to support the

WID security program. Topics covered in this module are as follows:

- The protective force
- Access control
- Property control
- Information security
- Security programs
- Reporting
- Demonstrators

MAS-128 Interfacing with External Organizations and the Public

The purpose of this module is to enable participants to communicate effectively with external organizations and the public. Topics covered in this module are as follows:

- Media relations
- Interfacing with the public
- Freedom of Information Act requests
- Conduct of audits

MAS-129 Training and Qualification of Personnel

The purpose of this module is to enable participants to initiate and monitor training and qualification activities. Topics covered in this module are as follows:

- Why train?
- Training services
- Formal and informal training
- How to establish formal training

- What training cannot do
- Vendor-supplied training
- Subcontractor training
- Training coordination
- Transfer of training

MAS-130 Waste Management

The purpose of this module is to enable participants to explain basic TRU waste management activities and issues. Topics covered in this module are as follows:

- Origins of TRU waste
- TRU waste generator and storage sites
- Retrieval
- Characterization and certification
- Transportation
- Waste handling and emplacement